

**TO: EMPLOYMENT COMMITTEE
28 OCTOBER 2015**

**CORPORATE STAFF SURVEY ACTION PLAN - PROGRESS TO DATE
(Director of Corporate Services – HR)**

1 PURPOSE OF REPORT

- 1.1 In response to the Staff Survey in autumn 2014, a corporate wide action plan has been developed. CMT agreed that progress against the action plans would be monitored every six months, starting in September 2015.
- 1.2 At their meeting in February, the Committee asked that a report be brought back to the October meeting outlining the actions being taken in response to the staff survey. This report reports progress to date on the action plan.

2 RECOMMENDATIONS

- 2.1 To note the corporate staff survey action plan and progress to date.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 One of the fundamental principles of the staff survey is that staff should be told about how their feedback has resulted in action – the “You Said, We Did” approach – which would reinforce the message that their feedback is worthwhile and valued. The information on progress to date will form the basis of the first of the You Said We Did communications arising from the 2014 survey. Emphasis will be put on actions taken rather than publicising action plans, although the action plans are available on BORIS for reference and the headline results were published in the March edition of Forestviews.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Not applicable.

5 SUPPORTING INFORMATION

- 5.1 The corporate staff survey action plan is attached at Appendix 1. Key themes are:

Dealing with poor performance – the perception that issues of poor performance are not tackled, or not tackled effectively

Improving the visibility of senior managers, especially in Time Square, and finding ways for senior managers to recognise achievement

Managing your workload in a busy environment, and raising awareness about stress and how to manage it

Improving communication with employees, including clear explanations of changes planned giving them the opportunity to give feedback around major changes

Improving the way that different areas of the Council work together

Investigating perceived discrimination and unfair treatment – particularly towards younger age groups.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

6.1 None

Borough Treasurer

6.2 None

Equalities Impact Assessment

6.3 Plan attached which addresses equalities issues.

Strategic Risk Management Issues

6.4 None

Background Papers

None

Contact for further information

Pat Butler, Corporate Services - 01344 352054

pat.butler@bracknell-forest.gov.uk

STAFF SURVEY 2014 COUNCIL-WIDE ACTION PLAN FOR CMT

Recommendations	By whom	By when	Monitoring	Progress
1. Dealing with poor performance				
Immediate actions				
1.1 Launch the Development and Performance Toolkit that has been developed through the G2G groups with DMTs.	CO:HR	/June	Report to CMT Sept 2015 June 2016	Toolkit launched.
1.2 Review the effectiveness of the Toolkit annually with all managers.	CO:HR	March 2016	Report to CMT Sept 2016	
1.3 Test views on the effectiveness of the Toolkit at the next staff survey	CO:HR	October 2017	Report to CMT following survey outcomes report	
2. Improving Senior Managers visibility and find ways of recognising achievement				
Immediate actions				
2.1 Directors and Chief Officers to “walk the floor” regularly	Directors	Ongoing	Report to CMT Sept 2015 March 2016	Visits to each team planned for next 6 months. Positive feedback already reported
2.2 Establish a task and finish group to develop a graduated scheme of staff recognition/reward for staff for good work.	DCS/CO:HR	May 2015	Report to CMT Sept 2015 March 2016	Group has nominees and is being set up
2.3 Find opportunities for report authors present to appropriate forums e.g. DMTs, Scrutiny Panels, Working Groups, SLG, PRGs, Executive to help their development	Directors	Ongoing	Report to CMT Sept 2015 March 2016	CS DMT regularly has report authors presenting; other opportunities are also

and provide recognition.				being utilised
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3. Managing workload and raising awareness about stress				
Immediate actions				
3.1 Ensure new Council Medium Term Objectives and directorate priorities are clear and are effectively communicated to staff	ALL	September 2015	Report to CMT Sept 2015 March 2016	
3.2 Encourage and promote greater mindfulness of stress for all staff (eg Lunchtime Managers session or sessions at senior manager meetings within departments, Boris, Forest Views etc)	CO:HR/Managers	Ongoing	Report to CMT Sept 2015 March 2016	CYPL's SLG have discussed managing stress and encouraged managers to do online training
3.3 Publicise courses which help staff to prioritise and to manage their workload.	CO:HR	Ongoing	Report to CMT Sept 2015 March 2016	

4. Improving communication and opportunities for feedback around change				
Immediate actions				
4.1 Re-establish the Good to Great Communications Group and include ways to improve cross Council working	ACE/BT	May 2015	Report to CMT Sept 2015 March 2016	Volunteers identified, group membership to be finalised
4.2 Include reasons for major changes in Forest Views, departmental briefings and encourage managers to cascade information at team meetings/one to ones	Directors	Ongoing	Report to CMT Sept 2015 March 2016	No changes yet in CS

4.3 Ensure that for all organisational change situations there are opportunities for staff to provide feedback on a face to face basis as well as in writing.	Directors/HR Managers in each directorate	Ongoing	Report to CMT Sept 2015 March 2016	No changes yet in CS. CYPL have a change process underway and staff have opportunity for face to face discussion.
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5. Improving the way areas of the Council work together				
Immediate actions				
5.1 Identify which issues most concern staff about cross Council working and how this impacts on their work	DMTs	April 2015	Report to CMT Sept 2015 March 2016	CS: Discussions held in teams and included on Directorate plan
5.2 Discuss this issue further with SLG to better understand the implications and areas of concern	CX	June 2015	Report to CMT Sept 2015 March 2016	Working group set up on cross-council communications
Medium term actions				
5.3 Develop and implement action plan	CMT	July 2015	Report to CMT Sept 2015 March 2016	
Also see 4.1			Report to CMT Sept 2015 March 2016	

Other Actions				
6. Investigate perceived discrimination, particularly towards younger age groups				
Immediate actions				
6.1 Identify which issues most concern staff reporting age and gender discrimination	Equalities group	May 2015	Report to CMT Sept 2015 March 2016	Research completed

6.2 Undertake further analysis of discrimination reasons and create an action plan	Equalities group/HR Manager-CS/Qa Research	June 2015	Report to CMT Sept 2015 March 2016	Research report considered and action plan developed
6.3 Implement action plan	CMT	September 2015	Report to CMT Sept 2015 March 2016	Action plan in place